

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, KUMASI, GHANA**

**The Impact of Poor Stakeholders Involvement in the Planning and  
Implementation of Construction Projects Case  
Study: Accra Metropolis, Ghana**

**By**

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College of Art and Built Environment in Partial Fulfillment of  
the Requirements for the Degree of**

**MASTER OF SCIENCE**

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## DECLARATION

I hereby declare that this submission is my own work towards the **MSc Procurement Management** and that, to the best of my knowledge, it contains no material previously published by another person, nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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## ABSTRACT

The aim of the study is to identify the impact of poor inclusion of stakeholders in projects scheduling and execution. Three objectives were set for this research work: To identify the impact of poor inclusion of stakeholders in projects scheduling and execution; To identify the approaches that would help to effectively involve stakeholders in projects scheduling and execution; and to recommend strategies for dealing effectively with stakeholders' pressures and claims in projects scheduling and execution in Ghana. Structured questionnaire was used to gather information from the respondents in order to obtain data for analysis of their views. The respondents were made up of professionals from the following group stakeholders involve in projects scheduling and execution. The study revealed that changes in the scope of work, poor communication, slow decision making, rejected projects by end-users/community, additional works, inadequate resources assigned to the project, struggle to clearly define the project objectives, delays and cost overruns, slow information flow between parties and abandoned projects in that order were the major impact of poor inclusion of stakeholders. It is recommended that effective communication and information flow, early involvement in decision-making and design stage, stakeholders' management plan/registration and regular workshops will effectively result in the inclusion of stakeholders in the planning and implementation of construction projects.

**Keywords:** Stakeholders, planning and implementation, construction projects, strategies

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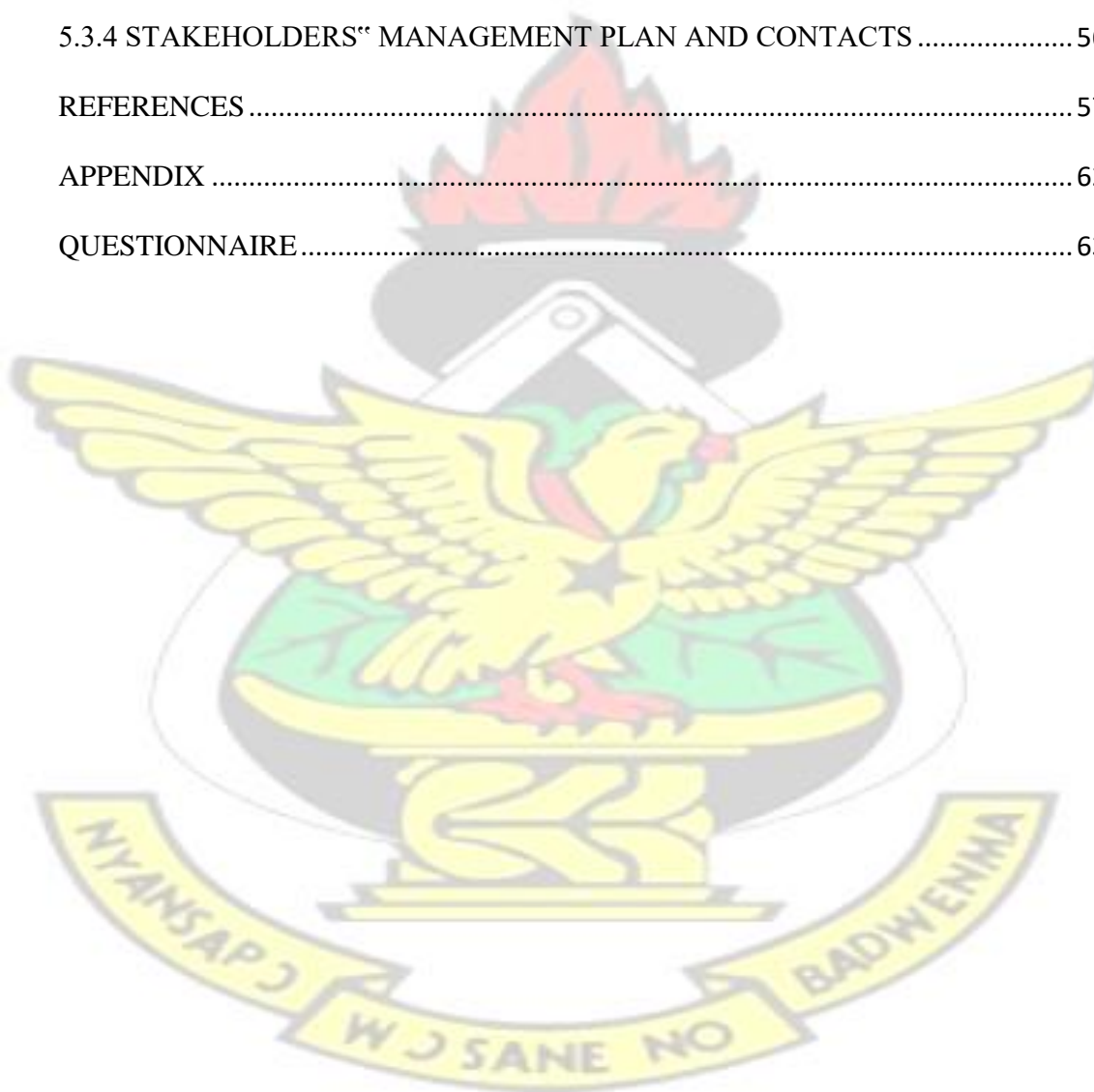
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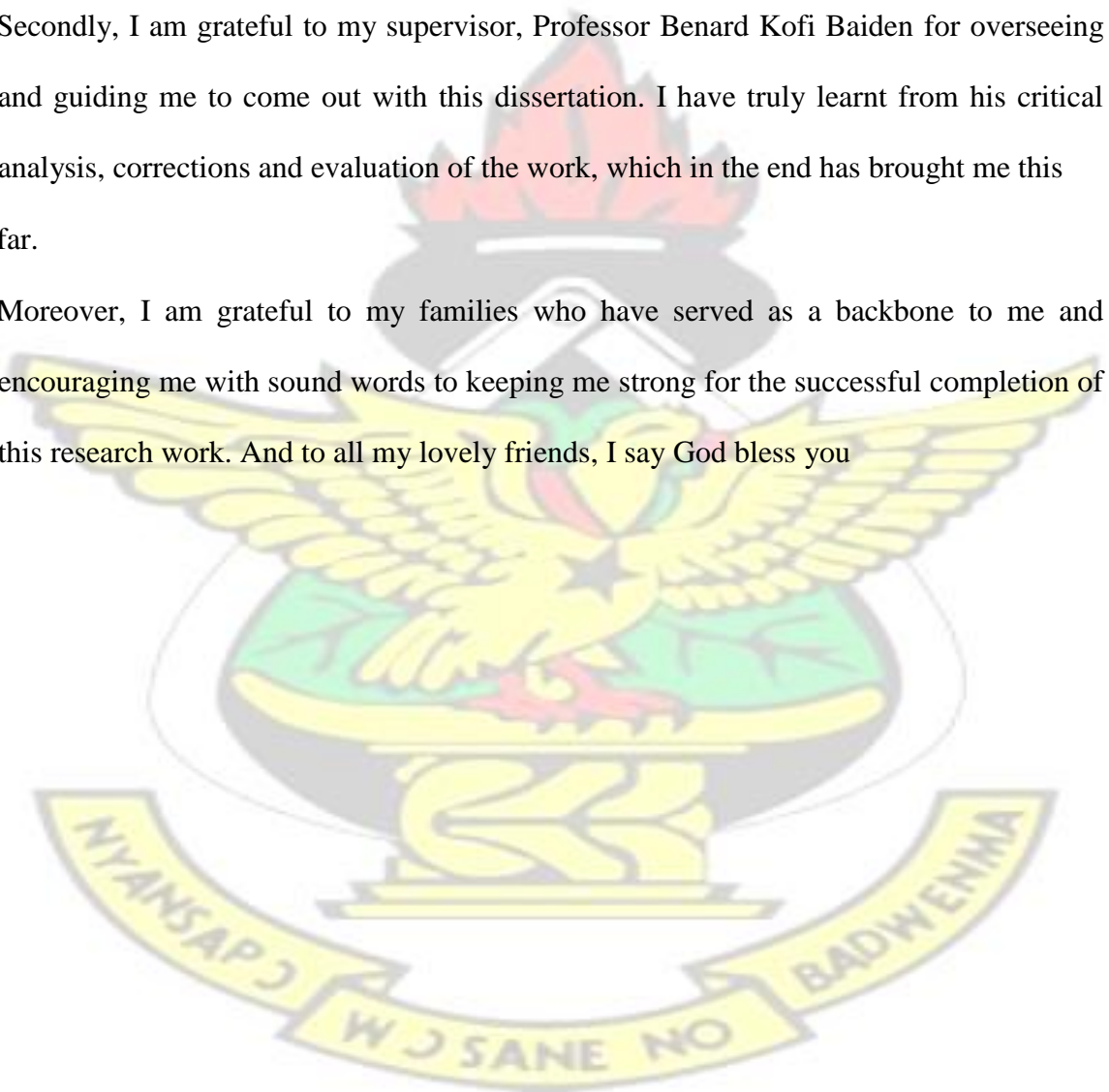
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## **DEDICATION**

I dedicate this research work to my lovely wife and family and all my friends and importantly to Almighty God

# KNUST



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

Fewings (2005) depicts a stakeholder as individual, firm or experts who is keen on the outcome as well as systems required in a project. The accompanying are considered as stakeholder in construction project, enlisted temporary workers, designers and specialists, sub-contracting firms, proprietors in any ability in undertaking, nearby powers, perceived proficient bodies, group, lawmakers and natural gatherings. As indicated by Olander, 2006, project stakeholder alludes to individual or gathering of people that are in control of stakeholder properties of Authority, Rightfulness or

Importance for their cases in the endeavor. Stakeholders" have moving levels and sorts of interests in project in which they are involved as opined by Atkin and Skitmore (2008).

In the blink of an eye, verging on each endeavor happens in an association where stakeholders expect a critical part in the fulfillment of set errands. Karlsen, (2002) opines that when in doubt, the endeavor is sensitive to stakeholders" exercises and decisions. stakeholders require the limit of arranging parts with different stakeholders, especially with the slant of stakeholder social occasions creating to endeavor to affect the execution of construction project as demonstrated by their individual concerns and needs (Atkin and Skitmore, 2008).

There are two classes of stakeholders, to be specific immediate and aberrant stakeholders. Those specifically required in the project are Direct Stakeholders. The customer, project supervisor, project bolster experts, colleagues, suppliers, advisors, material and hardware suppliers, site faculty, contractual workers and subcontractors and also end clients (Lester, 2007). They are otherwise called interior stakeholders.

## **1.2 STATEMENT OF THE PROBLEM**

The Public Procurement Act of Ghana is to guarantee responsibility and straightforwardness of open assets. The proof of an extensive number of rejected and abandoned construction project across the nation means that the poor stakeholders inclusion in the planning and implementation of the activities.

Bourne and Walker, 2005 hypothesized that there is the need to distinguish stakeholders' energy and mapped in like manner with a specific end goal to fathom their potential effect. Applicable techniques could then be authorized to enhance the positive and minimize any negative impact. His attestation is in concurrence with Lim et al, (2005) in his accommodation that inability to welcome stakeholders' impact has prompted incalculable task disappointments, fundamentally on the grounds that construction stakeholders' have the assets and ability to stop construction project.

As indicated by Olander and Landin (2005) amid the previous decades, the construction project worldwide has a poor record of stakeholders' management, and the construction project in Accra the capital of Ghana is not an excellent case. Moreover, Jergeas et al (2000) expressed that the compelling management of task stakeholders is considered as an essential key to project achievement Jergeas communicates worry that "the stakeholders may not be fulfilled by the undertaking's result." In perspective of this issue articulation, the analyst tries to distinguish the effect of poor stakeholders' contribution in planning and actualizing construction project.

## **1.3 RESEARCH QUESTIONS**

The focus of this study is geared towards stakeholders' expectations and effective inclusion in projects implementation. The focus will enable researcher achieve a successful project

within the required time, cost, quality, scope, elimination of disputes and conflict, and proper acceptance by end-users.

In view of achieving that, the research will be addressing the under listed questions:

1. What are the impacts of poor stakeholders' involvement in projects?
2. What are the approaches that would help to effectively involve stakeholders' projects?
3. What strategies could be put in place to effectively respond to stakeholders' pressures and claims in the planning and implementation of construction projects in Ghana

#### **1.4 AIM AND OBJECTIVES OF THE STUDY**

##### **1.4.1 AIM OF THE STUDY**

The aim of this research is to identify the impact of poor stakeholders' involvement in the planning and implementation of construction projects.

##### **1.4.2 OBJECTIVES OF THE STUDY**

1. Identification of the impact of poor stakeholders' involvement in the planning and implementation of construction projects.
2. The approaches that would help to effectively involve stakeholders in projects.
3. Identification of strategies for dealing effectively with stakeholders' pressures and claims in project scheduling and execution in Ghana.

#### **1.5 SCOPE OF THE STUDY**

This Study is centered on the impact of poor stakeholders' inclusion in projects scheduling and execution. The scope is limited to Government of Ghana funded construction projects in the Accra Metropolis, Ghana. The respondents were Clients, Contractors and Consultants. The number of inhabitants in the study contained Consultants, Client, and



Contractors who are involved in projects scheduling and execution in the Accra Metropolis. The study populace utilized was comprised of the contracting organizations that have a legitimate enrollment in the accompanying fields: Government supported building and road projects. The customer or proprietor offices comprise of all administration set up associations that partook in in projects scheduling and execution in the Accra Metropolis. The expert organizations comprise of all professionals that have a substantial enrollment of professions and are involved in in projects scheduling and execution in the Accra Metropolis, Ghana.

### **1.6 SIGNIFICANCE OF THE STUDY**

This study will serve as premise for future studies by researchers into the reasons why stakeholders ought to be viably involved in project scheduling and execution. This examination will change some ineffectual methods for stakeholders' inclusion in projects remembering the point of successful project within cost, time, quality, desire and extent of the stakeholders.

The techniques uncovered in this exploration will extend project teams to viably involve stakeholders in project scheduling and execution in Ghana.

### **1.7 RESEARCH METHODOLOGY**

The research methodology for the study consists of the study design, population, sample scope and method, data sources and method for gathering data and others.

Structured questionnaire was used as the gathering instrument for taking views from the respondents in order to obtain data for analysis of their views. The population of this study was made up of the following stakeholders involve in the planning and implementation of construction projects; Clients, Consultants and Contractors. In this study, quantitative method was employed in the data analysis. The data entry and analysis of data collected

from field were processed with Microsoft Excel and the Statistical Package for Social Sciences (SPSS).

## **1.8 RESEARCH STRUCTURE**

The thesis consists of five (5) parts as below;

Part 1: Refers to chapter one that gives overview of the thesis and includes; background of study, statement of problem, aim and objectives, research questions, significance of the study, research methodology, scope of the study and research structure.

Part 2: Literature review; the literature related to impact of poor stakeholders' involvement, stakeholder involvement and management and relevant issues in stakeholder inclusion in projects scheduling and execution.

Part 3: Methodology, this chapter is where the researcher describes the procedure of the methodology in line with the structured questionnaire.

Part 4: Findings and Discussion. This chapter gives the results of the research. The findings will be discussed into details as well.

Part 5: Conclusions and Recommendations of the research towards effective involvement of stakeholders before, during and after planning and execution of construction projects.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This section will tailor on related writing by different writers or analysts identifying with the point and other significant writing identifying with effective stakeholders' involvement in construction projects implementation.

Issues of stakeholders' involvement in development projects proposed by past researchers incorporate insufficient engagement of stakeholders, task or project team having indistinct goals of stakeholder involvement, trouble to distinguish the "imperceptible" stakeholder, and deficient correspondence with stakeholders (Bourne and Walker, 2006). Cleland and Ireland (2002) opined that to take care of these issues, essentials for overseeing stakeholders would need to be known by undertaking project team.

## **2.2 DEFINITIONS AND CLASSIFICATIONS OF STAKEHOLDERS**

### **2.2.1 Definitions**

Fewings, (2005) characterized a stakeholder as one who enthused about the strategy or consequence of an assignment. Instance of stakeholders in an improvement endeavor will join the going with; the client, the focal authoritative specialist, makers, subcontractors, all agents in any capacity in the endeavor, neighborhood controls, the end customers of the thing, capable bodies, adjacent inhabitants, close-by business visionaries, administrators and normal social affairs.

Then again, Management Institute (2008) portrayed stakeholders to be individuals and affiliations who are viably required in the endeavor, or whose interests might be decidedly or adversely influenced as an aftereffect of task execution or fruitful venture finish". Venture partners can likewise be alluded to as people or gatherings who have a stake in, or desire of, the task's execution (Newcombe 2003).

The Project Management Institute (2004) characterized stakeholders of an undertaking as people and associations who might be effectively required in a task or whose interest might be influenced on account of execution as well as culmination of venture. Stakeholders as

defined by Li et al., (2011), alludes to "influencers of the task procedure and/or deciding results, whose living situations are emphatically or contrarily influenced by the stakeholders, and who get related immediate and circuitous advantages and/or misfortunes.

### 2.2.2 Stakeholder Classification

Newcombe (2003) clarifies that the stakeholder arrangement just like a fundamental capacity of the way toward overseeing stakeholder as it helps to inspect enforceability of undertaking desire by every stakeholder bunch; whether these gatherings have the way to do as such base on the force they have; and the conceivable effect of stakeholder desires on task methodology. He advances elucidated by proposing two techniques for examination that are; power/predictability matrix together with power/interest matrix (Figure 2.1 and Figure 2.2).

		<b>Predictability</b>	
		High	Low
<b>Power</b>	Low	<b>A</b> Few problems	<b>B</b> Unpredictable but manageable
	High	<b>C</b> Powerful but predictable	<b>D</b> Greatest danger or opportunities

Figure 2.1 Power/predictability matrix  
matrix  
(Newcombe, 2003)

		<b>Level of interest</b>	
		Low	High
<b>Power</b>	Low	<b>A</b> Minimal effort	<b>B</b> Keep informed
	High	<b>C</b> Keep satisfied	<b>D</b> Key players

Figure 2.2 Power/Level of interest  
(Newcombe,2003)



Nguyen *et al.* (2009) and Olander (2006) battle that there are certain issues connected with it. In the first place, in order to lead an escalated outside partners" examination the relative levels of power and interest ought to be surveyed on a superior scale than one of high or low. One has power or one has an interest; it is hard assessing them on a scale. As opposed to looking over power and interest it can be more pertinent to assess the level of the potential impact that external partners have and the probability that impact of a given level will happen. Therefore, Olander (2007) said that the force/interest framework could be deciphered into the effect/likelihood network (Figure 2.3).

Level of impact	Keep satisfied	Key players
	Minimal effort	Keep informed
Probability of impact		

Figure 2.3 The stakeholder impact/probability matrix (Olander, 2007)

As indicated by Smith and Love (2004), a crucial stakeholders social occasion is one without whose procedure with commitment the endeavor can't get by as a going concern, however discretionary stakeholders are the people who affect or are influenced by the firm, Stakeholders could moreover be tested between those that are contracted to give organizations (e.g. Authoritative laborers, subcontractors, guides) that is in a vital or direct relationship with a relationship; rather than those that have no contracted obligation or formal change, yet are in a circuitous or helper relationship with an affiliation (Carroll and Buchholtz, 2006).



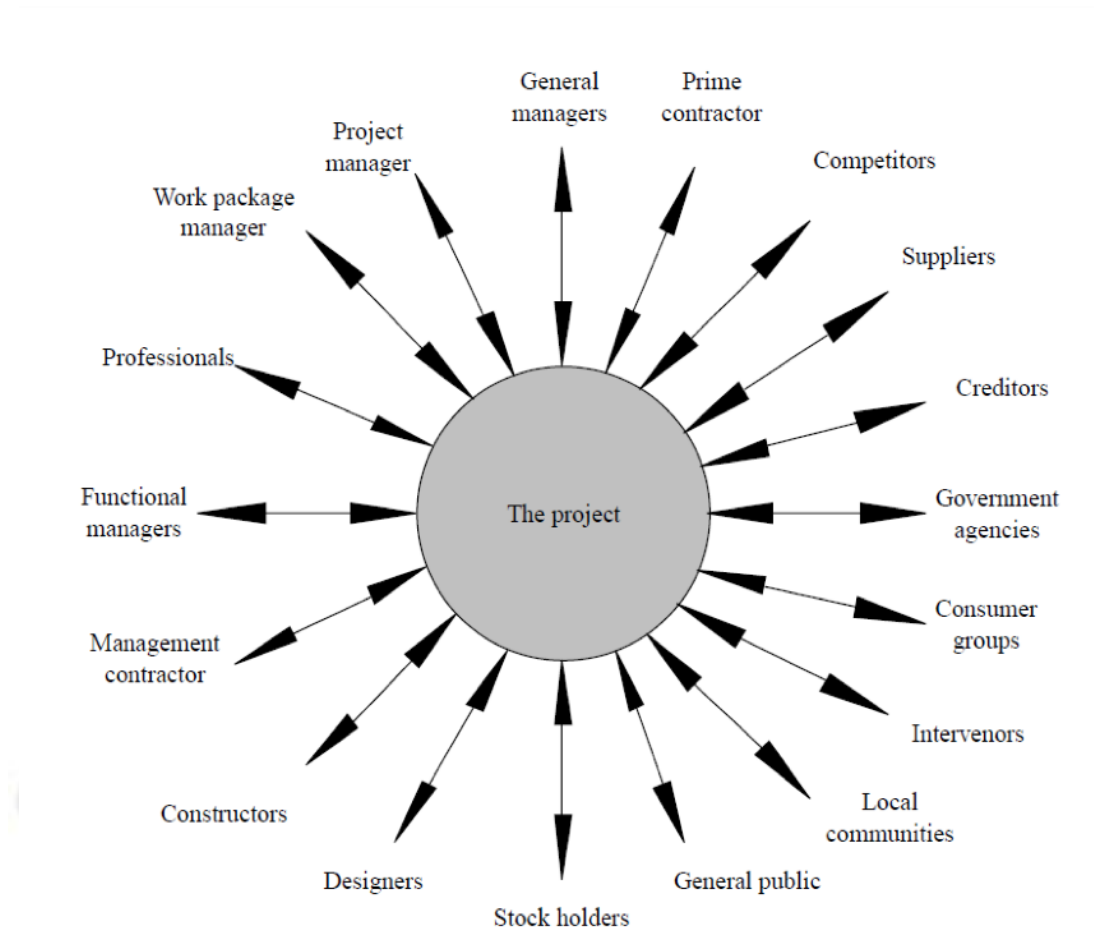


Figure 2.4: Different project stakeholders (Yang et al., 2009a)

Dealing with stakeholders includes recognizable proof and grouping, in this way bringing about both starting and consequent engagement with them in a very much sorted out way. Cleland (2002) hypothesizes that this engagement incorporates distinguishing diverse gatherings of stakeholders; data gathering; reason ID; qualities and shortcomings assessment; anticipating their conduct and creating and executing a system for dealing with these stakeholders.

### 2.2.3 Construction Projects Stakeholders

Newcombe, (2003) opined that construction projects have stakeholders practically as there are stakeholders in various endeavors, The motivation of stakeholders in a task is routinely immeasurable and would join the proprietors and customers of workplaces,

undertaking executives, workplaces managers, organizers, shareholders, authentic forces, laborers, subcontractors, suppliers, procedure and organization suppliers, contenders, banks, protection offices, media, bunch operators, neighbors, general populace, government establishments, visitors, customers, commonplace change workplaces, the regular territory, the press, weight bundles, city associations, et cetera. The multifaceted nature and unconventionality of stakeholders could be specifically identified with the quantity of stakeholders inspired by a construction project (Karlsen, 2008). Table 2.1 outlined the absolute most run of the mill stakeholders. Every stakeholder typically has distinctive interests that can put them in strife or conflicts with the project. Each of these would impact the course of a project at some stage. A few stakeholders uncover their impact more as often as possible than others. The construction project team ought to have the capacity to oversee if differing stakeholders are available in construction project, then the development business ought to have the capacity to deal with its stakeholders.

Table 2.1 Stakeholders in projects, (Karlsen, 2008).

Stakeholder group	Objectives and roles
Client	The customer can be open or private. The primary contrast between a private development venture and an open undertaking is that the customer and the recipient are the same in a private development venture and in the recreation lodging venture the fundamental initiator is the administration and advantage collects to the group influenced (Siriwardena et al, 2010).
Consultant	Gives the consultancy counsel to the venture on outlining, assessing the cost, specialized issues/exhortation (building guidance electrical, common and so forth) (Siriwardena et al, 2010).

Contractor	Participate in genuine development as indicated by the plans, particulars, contract records imparted by the pertinent gatherings (Siriwardena et al, 2010).
Financier	E.g. UN, IDB, ICRC. Address philanthropic issues while giving the essential assets to the group venture. Guarantees that the assets are used for the reason. E.g. on the off chance that a precondition is forced to spend the cash on group advancement, the giver needs to ensure that the assets are utilized for this specific movement (Siriwardena et al, 2010).
Non-administrative associations	Gone about as the middle person of the financing body and the administration. Helped with developing a huge number of transitory havens and changeless homes (Siriwardena et al, 2010).
Government	The administration leads the pack as far as planning and looking after controls, strategies and observing the adherence to these. Setting the measures identifying with the conveyance of lodging remaking ventures (Harris, 2010).
Recipient	Is the most imperative partner. Since, they are the recipients their engagement ought to be to convey their necessities/prerequisites of the significant gatherings required in executing the remaking lodging venture. Planning the house and supplying work (talented/untalented) at the phase of development (Siriwardena et al, 2010).
Civil Society	Intentional association in clearing the flotsam and jetsam, arrangement of work at the development period of lodging (Siriwardena et al, 2010).
Community leaders	Own property; guarantee that their advantages won't be harmed by the venture. An area may fear a fall in pleasantry (Harris, 2010).

## **2.3 CONCEPT OF STAKEHOLDERS AND INVOLVEMENT IN CONSTRUCTION PROJECTS**

### **2.3.1 Stakeholders Concept**

Cleland (1999) evaluating the stakeholder's dynamism; suspecting what the stakeholder's future behavior will be to satisfy him/her or his/her stake; and evaluating the impact of the stakeholder's behavior on the errand gathering's extension in managing the endeavor.

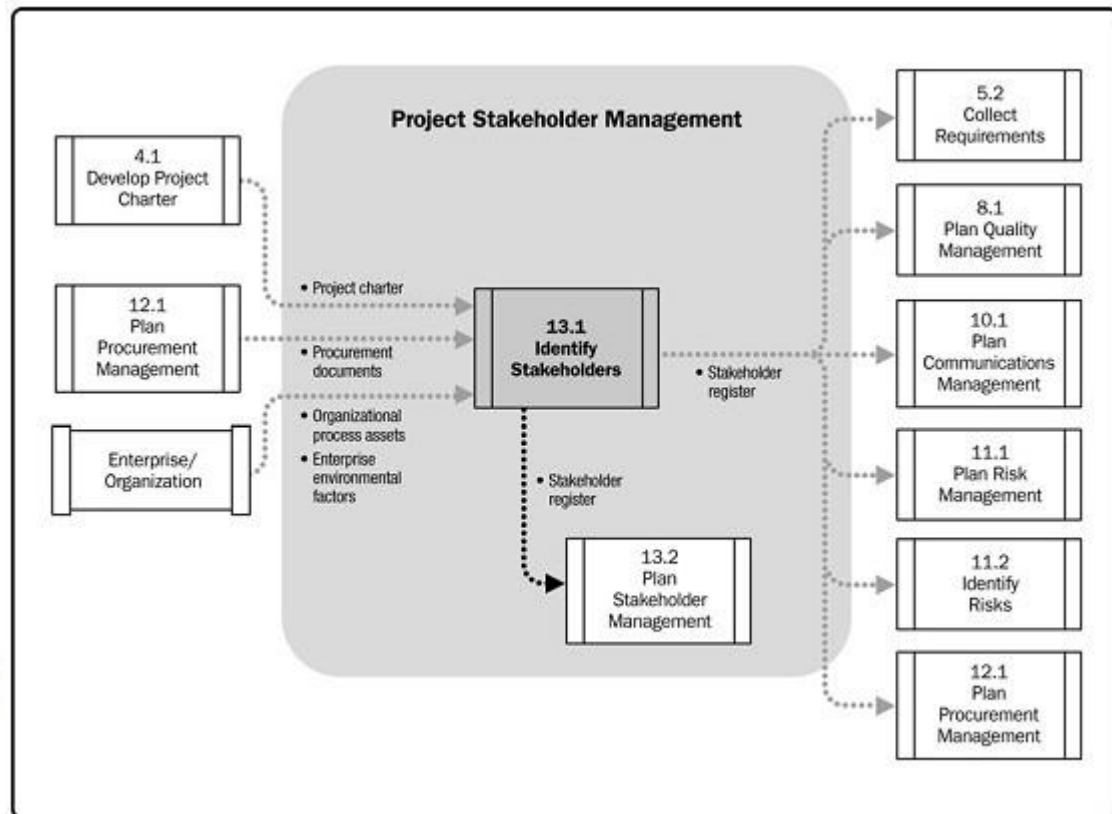
He moreover offers practical direction on the most capable strategy. Most stakeholders' social events and individuals, regardless, are outside and in this manner various endeavor organization sub-techniques are hard to achieve for these stakeholders. Various organizationally inside individuals lie outside the cutoff points of force available to project supervisors. Cleland (1999) offers, after the underlying stride of recognizing stakeholder has been proficient, a fundamental way to deal with imagine stakeholders and their conceivable impact and effect. The approach is basically to onceover stakeholders along one turn of a table, summary the basic stakeholder excitement along another center of the table and to then show the obvious enormity of their favorable position.

### **2.3.2 Identification Of Stakeholders**

Perceive Stakeholders is the path toward recognizing the social requests, or affiliations that could influence or be influenced by a decision, development, or aftereffect of the endeavor, analyzing and recording critical information as to their interests, incorporation, interdependencies, effect, and potential impact on assignment accomplishment. The key preferred standpoint of this technique is that it allows the undertaking boss to recognize the fitting community for each accomplice or social occasion of partners (PMBOK, fifth Edition).



**Figure 2.5: Stakeholders identification (PMBOK, 5th Edition)**



Productive satisfaction of errand deliverables is on a very basic level penniless upon relationship organization aptitudes, amongst these the need to finish project objectives that totally address stakeholder seeks all through the endeavor life-cycle (Cleland, 1999, section 6). In any case, one huge errand that ought to be endeavored in working up an assignment's key focuses is to recognize partners with a particular finished objective to develop an endeavor brief that best addresses their as often as possible conflicting extent of necessities and wishes (PMBOK, fifth Edition).

### **2.3.3 Plan Stakeholder Management**

Is the path toward making appropriate organization frameworks to sufficiently attract stakeholders all through the assignment life cycle, checking the examination of their



needs, interests, and potential impact on undertaking accomplishment? The key favorable position of the methodology that it gives a sensible, huge course of action to speak with assignment stakeholders to reinforce the endeavor's focal points (PMBOK, fifth Edition).

#### **2.3.4 Manage Stakeholder Engagement**

Supervise Stakeholder Engagement is the route toward passing on and working with stakeholders to address their issues/wants, address issues as they happen, and empower appropriate accomplice engagement in task practices all through the endeavor life cycle. The key preferred standpoint of this strategy is that it allows the task manager to manufacture support and minimize resistance.

#### **2.3.5 Control Stakeholder Engagement**

Control Stakeholder Engagement is the path toward watching general task stakeholder associations and altering frameworks and game plans for attracting stakeholder. The key favorable position of the strategy is that it will keep up or grow the efficiency and feasibility of stakeholder engagement practices as the undertaking advances and its surroundings and its surroundings changes.

### **2.4 PROJECT IMPLEMENTATION AND COMPLETION**

A task in its fundamental definition is a brief try attempted by individuals who work helpfully together to make an interesting item or administration Zulu & Chileshe (2008) inside a built up time allotment and inside set up spending plan to create identifiable deliverables. Project achievement has been characterized by the criteria of time, spending plan and deliverables Laudo, & Laudon (2010).

According to Lock, (2007), a construction project is just fruitful in the event that it goes ahead calendar, on spending plan, it accomplishes the deliverables initially set for it and it is acknowledged and utilized by the customers for whom the project was expected. According to Ombati, (2013), projects groups certain attributes that recognize them from whatever other movement in the association. These incorporate the way that ventures are makeshift implying that any undertaking will have a begin date and end date in spite of the fact that it has nothing to do with brief span.

Consummation of project inside calendar is a noteworthy commitment towards the aggressive edge in association Enshassi, Mohamed, & Abushaban (2009). This is based on the acknowledgment that the accomplishment of the focused on destinations is controlled by the capacity to convey the focused on yield inside the stipulated time. Albeit opportune consummation of the venture is one of the determinants of its prosperity, it is essential to manage every undertaking in light of its uniqueness Divakar & Subramanian (2009).

## **2.5 FACTORS INFLUENCING STAKEHOLDER'S IN PROJECT PERFORMANCE**

### **2.5.1 Power**

The power portion of the stakeholder is thought to be to a great degree premier to the stakeholder relations for arranged reasons. From the unmistakable implications of stakeholders, it is undoubtedly prescribe that associations amongst stakeholders and the errand reflect social-business trades. Regardless, different definitions find power inside social associations. For instance, early research by Weber (1947) depicts power as 'the

likelihood that one on-screen character inside a social relationship would be in a position to do his own will in spite of resistance.

Mitchell et al. (1997) offers the perspective that power is 'a relationship among social performers in which one social performing craftsman. Emerson (1962) offers the same feeling that power is a property of social connection. According to Hand (1993), force can be described into five essential sources in particular; physical power; positional power; physical force; positional force; asset power; master force; and individual force. The concentrate further showed that the physical force is rarely used and of little significance to venture partner administration. Plus, individual force is truly crucial when reviewing power level, it is difficult to evaluate people or associations since it identifies with their individual qualities.

### **2.5.2 Legitimacy**

The authenticity of stakeholders a key component for the accomplishment of undertaking accomplishment with the distinct fascination of stakeholders all around stuck to.

Suchman (1995) describes authenticity as "a summed up perception or assumption that the exercises of a component are appealing, honest to goodness or appropriate inside some socially assembled plan of measures, qualities, feelings and definitions".

Mitchell et al. (1997) display that different researchers portray assistants as the general population who have such true blue association with firms (numbering contracts, good, and true blue rights). Regardless, Mitchell et al. (1997) recommend that neglecting the way that Suchman's definition on legitimacy is flawed and hard to apply, it addresses the sociologically based ramifications of realness and contains some beneficial methodologies to distinguish stakeholders.

As indicated by Philips (2003) the central considered authenticity is fathomed regarding regularizing and subsidiary. The creator further set that, standardizing stakeholders are those to whom the association has an ethical commitment. This is a promise of stakeholders decency past that as a result of other social performing specialists, just by integrity of being human. Subordinately honest to goodness accomplices are those whose exercises and cases must be spoken to by directors, in view of their potential effects after regularizing accomplices. Essentially, the legitimacy of a stakeholder is a psyche boggling thought. Regardless, the above examination gives an inclination that stakeholders mirrors the contractuale relations, legitimate and moral rights seeing someone amongst partners and a project.

### **2.5.3 Urgency**

As indicated by Mitchell et al. (1997) genuineness recommends degree to which accomplice claims call for brief thought.

### **2.5.4 Proximity**

Bourne (2005) recommends that, Proximity proposes the degree to which an associate is joined into the attempt. Closeness as an establishment was used to make meander assistants was understood by rating them on a size of 1-4 - where 1 insights "inconspicuously remote from the undertaking" (does not have direct relationship with the structures) and 4 prescribing being particularly destroying the endeavor (as a rule).

Bourne and Walker (2005b) fight the need to check associate proximity by going on that assistants who may have solid power and impact however are by and large far from the undertaking may have all the earmarks of being clear/indistinct. Thus their potential impact may be put down.



### **2.5.5 Vested Interest**

Stakeholder excitement for an endeavor is considered by various experts to be a segment impacting the accomplishment consequence of an endeavor. A couple of scientists, as discussed above, even exhibit the "interest" term in their accomplice definitions - , for instance, the implications of McElroy and Mills (2000), PMI (2004), and Bourne (2005). Johnson et al. (2005) brought up that, the eagerness of partners in an undertaking is joined into the power/interest framework that. This grid helps venture directors to demonstrate which system should be incorporated into the correspondence of data to stakeholders. Hence, Cleland and Ireland (2007) battles that, stakeholder have an individual stake in an undertaking for different reasons, for instance, mission, irrelevance or significance, money related and financial premium, honest to goodness right, political bolster, wellbeing and security, way of life, advantage and survival. From this time forward, it can be surmised that individual interest is a crucial driver of the stakeholders project relationship.

### **2.6.6 Stakeholder Attitude**

State of mind of individuals is basic in any field of try particularly in a social situation where relationship is vital. Stakeholder mentalities should be surveyed keeping in mind the end goal to know more on their advantage, convictions, furthermore their objectivity or subjectivity to the task.

McElroy and Mills (2000) showed that, since stakeholders may have negative or constructive outcomes on activities, there is a need to choose objectors and supporters. This demonstrates the partners perspective implied whether the stakeholders backings or decreases the result of the project as to real choices made. By the day's end, this part gives a "bit of data" for venture supervisors to realize that stakeholders have positive or negative effects on task results.



### **2.6.7 Stakeholder Knowledge**

Mallak et al. (1991) watched that, as of late stakeholders tend to be more advanced, educated and vocal, henceforth along these lines being more learned than at whatever time in late memory. They battled that as a result of innovative change, stakeholders can take a gander at can look for an assortment of data from various sources. No ifs ands or buts, the data stakeholders have about the undertaking, the more they are affected by it subsequently they can without much of a stretch make meaning commitment to the project.

McElroy and Mills (2000) recommend that stakeholder learning ranges from aggregate familiarity with information to full lack of awareness. The past implies the desire of stakeholders to acquire learning of the task by finding the truths connected with the undertaking to help in the fulfillment of the goals of the project. The last then again shows that, stakeholders think about the task by prattle and assumptions rather than substances. Additionally, it may be battled that regardless of the way that the stakeholders may have solid interest and mind boggling eagerness for the undertaking, it scarcely speaks to effect of stakeholders on the off chance that they do not have the imperative information of the project for their basic leadership or making commitment to the task. It is subsequently important to say that, stakeholder learning is seen as a noteworthy driver for surveying partner inclusion and investment in the project.

## **2.6 IMPACT OF INEFFECTIVE STAKEHOLDER INVOLVEMENT**

In a study, when stakeholders are completely distinguished, the undertaking chief is relied upon to survey and deal with the stakeholders which will enhance the achievement of the task and point of confinement by dealing with the incapability of the stakeholders. Stakeholder inclusion is exceptionally central in the development project and the task

administrator is along these lines required to characterize suitable means plainly characterize the task targets to learn what is anticipated from the project and the result.

As per Meredith and Mantel (1995), when projects targets are not obviously stipulated or spelt out, it gets to be troublesome for the task director or the stakeholders to grasp with a specific end goal to know the undertaking destinations and if the task has met its required targets. Project destinations are hence exceptionally basic to each undertaking with a specific end goal to recognize what is the task necessity and techniques to follow keeping in mind the end goal to accomplish the task objective. Stakeholders and project managers are all to be required in this action with a specific end goal to find out a fruitful task usage. This is fundamental in light of the fact that, the undertaking director see a task to be extremely fruitful in their viewpoint yet alternate stakeholders may not see it in the sheltered point of view henceforth distinction.

Jergeaset al. (2000) caught up by demonstrating that, stakeholders at specific times indicates disappointment with the result of projects. This can be credited to a few components or reasons, for example, poor extension and work definition, negative group response to the task and unanticipated administrative changes which all negatively affect the project.

Jergeaset al (2000) further demonstrated that, when this disappointment are appeared by stakeholders and issues emerge as a consequences of that, there is absence of association in the project exercises and which in the long run influences the task spending plan and the planning and may have the potential putting a strain on the current relationship among the stakeholders to the undertaking.

McManus (2004) in this way expresses, the management of stakeholders is

exceptionally critical to the project since it decides the short, medium and the long haul survival of the task stages.

## **2.7 STRATEGIES FOR EFFECTIVE STAKEHOLDER INVOLVEMENT**

The appraisal of stakeholders' contribution is exceptionally vital for the undertaking achievement and these is fundamental when there is compelling relationship among every one of the gatherings to the task particularly among the project managers and different stakeholders like contractual workers, engineers and so on included in the project. As indicated by Oakley, P. (2013), project managers ought to comprehend that, the achievement of the tasks can be affected enormously by the inclusion of different stakeholders to the projects. These stakeholders are included relying upon the relationship they encourage with project managers and other administration association in the undertaking.

As indicated by Skulmoski and Hartman (1999) in a review research in examining three organizations for appropriate stakeholder management with respect to getting stakeholder investment in their task, the accompanying were found out; stakeholder input components, compelling correspondence and stakeholders in front-end arranging. Stakeholders are center to the projects existence with their information, course, and desires to the undertakings and they require input on data they look for from project managers. Generally, extend administrators neglect to hand-off the necessity data to the stakeholders on the advancement of the activities and are for the most part educated or called to the known when the undertaking is confronted with monetary difficulties or hit by unexpected test. Everything about fundamental and all stakeholders ought to be given such data.

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## **CHAPTER THREE** **RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

The part starts with the research strategy, population, sample size determination, questionnaire design, review content, reliability of the research, research on design, data collection instruments, data analysis, surveying structures and wellsprings of information. Research Strategy Naoum (1998) portrayed the examination system as the route in which the examination destinations can be tended to. Two sorts of examination frameworks are utilized at studies, quantitative and subjective examination. Quantitative structure is utilized to gather evident information and to study relationship amongst feelings and how such substances and affiliations accord with speculations and the divulgements of any examination executed ahead of time, however the subjective system plan to get bits of data and to comprehend individuals' impression of "the world" whether as people or get-togethers (Fellows and Liu, 1997). In this proposal, a quantitative framework was utilized



to comprehend the aggregate social event viewpoints of masters with respect to the impact of poor stakeholders' inclusion in projects scheduling and execution in Ghana.

### **3.5 RESEARCH DESIGN**

As indicated by DeVaus (2001) This is an apparatus that helps the researcher to guarantee that the truth found out in noting the inquiries with respect to the study. For any effective exploration to be embraced, it is important to arrange the method and the nature by which the examination ought to be directed and it is through the examination outline that the genuine arrangement for information gathering is completed. It includes the definite information examination strategy or techniques the scientist set up to use to accomplish the essential results. In this study, the exploration utilized a simply quantitative examination investigation by utilizing study research for the information gathering through its foremost instrument known as questionnaire. This was vital because of the vast way of the number of inhabitants in the study.

### **3.2 POPULATION OF THE STUDY**

The number of respondents in the study contained Consultants, Client, and Contractors who are involved in projects scheduling and execution in the Accra Metropolis. The study populace utilized was comprised of the contracting organizations that have a legitimate enrollment in the accompanying fields: Government supported building and road projects. The client or owner offices comprise of all administration set up associations that partook in in projects scheduling and execution in the Accra Metropolis. The consultants comprise of all professionals that have a substantial enrollment of professions and are involved in in projects scheduling and execution in the Accra Metropolis, Ghana.

### **3.3 SAMPLE SIZE DETERMINATION**

In directing an exploration study, it is for all intents and purposes unimaginable, tedious and excessively costly, making it impossible to test each person in the whole populace. In this manner littler lumps of a unit test are spoken to the important properties of the entire of the units (Graziano and Raulin, 1997). Wood and Haber (1998) characterized the examining "as the way toward selecting agent units of a populace for the study in exploration examination". Basically, testing alludes a little extent of a populace chose for perception and examination. The specimen estimate that shaped the aggregate populace of the study was chosen through the basic arbitrary testing strategies through the association of gatherings, for example, contracting organizations, expert workplaces and clients.

The location of the study was the Accra Metropolis. The respondents were group under following through the questionnaire survey as follows; Contractors (55), Clients (20) and Consultants (45). The purposive sampling technique was employed to arrive at these sample size,

### **3.4 QUESTIONNAIRE DESIGN**

The draft research questionnaire was produced by the researcher and was reviewed by supervisor of this research work. This questionnaire was outlined in view of the topic. The last questionnaire contains variables on the impact of poor stakeholders' inclusion in projects scheduling and execution in the Accra Metropolis. The questionnaire was both open-ended and closed ended where respondents were confined to questions with answers to browse furthermore where respondents were required to fill in their answers in

light of their perceptions to the inquiries postured to them. The respondents were required to answer the questionnaire and they were guaranteed that the data would be secretly treated and just for research purpose.

#### **3.4.1 Questionnaire Content**

The questionnaire included three noteworthy segments that are identified with the association and individual's profile and the components on the impact of poor stakeholders' inclusion in projects scheduling and execution, and the ways to deal with viably include stakeholders and techniques required.

### **3.6 DATA COLLECTION INSTRUMENT**

Patton (2002), showed that the utilization of more than one information accumulation instrument enhance the believability to the study which it surveys the genuine photo of the topic under thought. The significant information accumulation methodology utilized as a part of the study were; primary and secondary source of information.

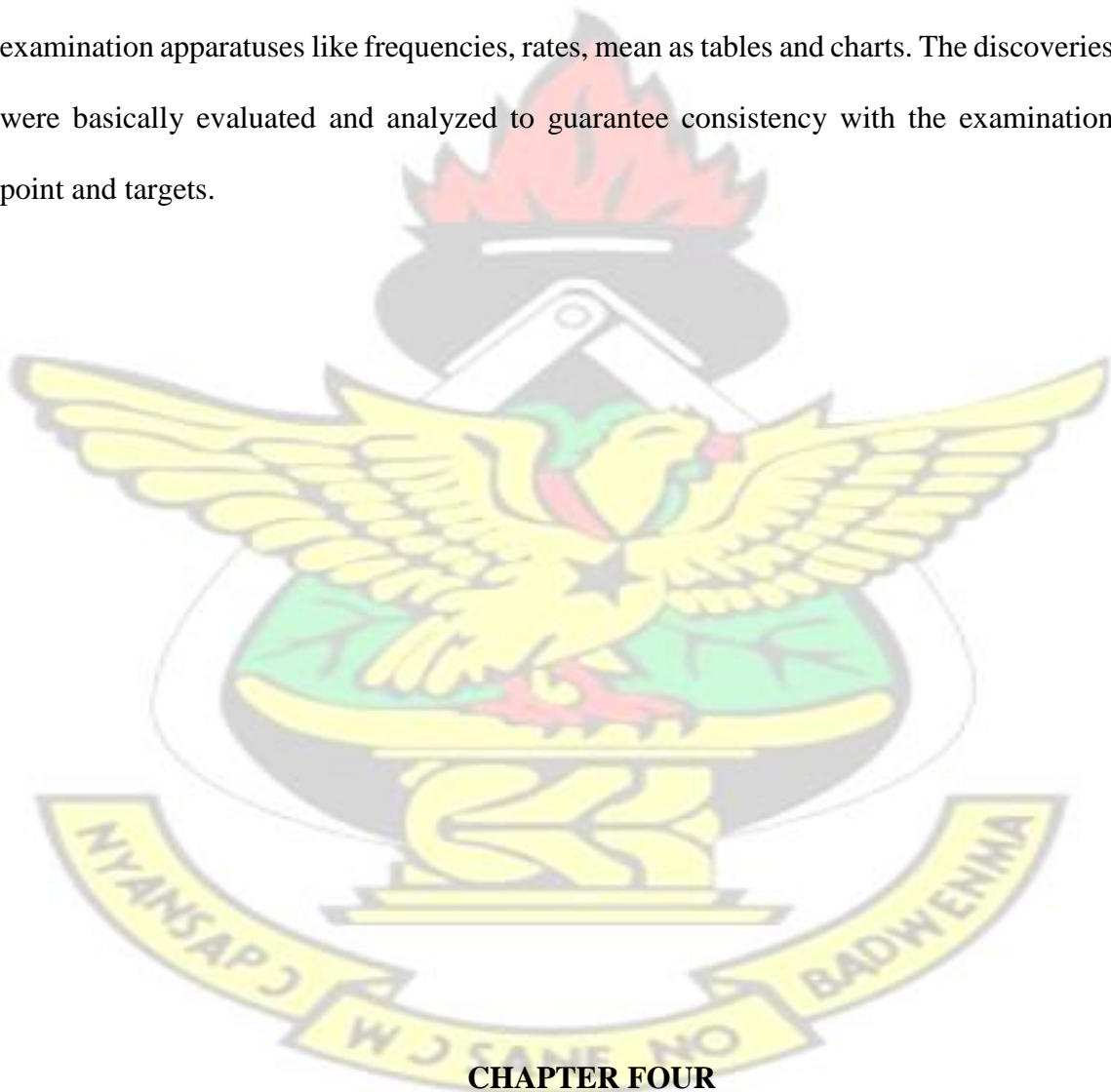
Primary Data: alludes to the saw information discovered using information accumulation apparatuses, for example, poll overview, interviews, contextual analysis and so forth. This wellspring of information gathering gives an inside and out comprehension of the topic and to answer the examination address suitably the quantitative exploration technique was utilized with both open and close-ended questionnaire.

Secondary Data: this was found out by evaluating officially existing reports/written works on the topic and in addition archives, books, diaries, pamphlets and sites.

### **3.7 DATA ANALYSIS**

In this study, quantitative method was utilized in the information break down the information gathered through the questionnaire. The Statistical Package for Social

Sciences (SPSS) programming and MS Excel were utilized to embrace the information passage and analyses of the information gathered. The information got was altered to manage mistakes, and coded in like manner. The information section was finished with the SPSS programming (SPSS 16.0) to change over new information into organized organization that was more suitable for the examination. The data got through the preparing and transformation of the information was exhibited by information examination apparatuses like frequencies, rates, mean as tables and charts. The discoveries were basically evaluated and analyzed to guarantee consistency with the examination point and targets.



#### **CHAPTER FOUR**

#### **DATA PRESENTATION, FINDINGS AND DISCUSSION OF FINDINGS**



## 4.0 INTRODUCTION

This chapter showed the data presentation of the questionnaire analyzed with the SPSS and Microsoft Excel, the findings as received from the data analyzed and the discussions of the findings ascertained. The analyzed quantitative data received were presented after the coding in SPSS and MS Excel using tables and graphs. The tabular and graphical representations were done with the frequency, percentile and mean values of the responses to the analyzed questionnaires.

The graphical values were presented with their percentile values and that of the tabular representation were done with both frequency and percentage values. In assessing the most important impact on project project delays, the mean values were used to rank the various impact as important or less important based on their mean score. The data analyzed were analyzed, presented and discussed as follows:

## 4.1 SOCIO-DEMOGRAPHIC INFORMATION

### 4.1.1 Gender

The table below shows the distribution of the gender of the respondents. It was ascertained that, the construction sector has a high level of respondents being Males represented by 77.12% and Females representing 22.88% showing the least number.

Table 4.1: Gender of respondents

Category	Frequency	Percent
Males	91	22.88

Females	27	77.12
Total	118	100

Source Data: June 2016

#### 4.1.2 Age Of Respondents

The table below shows the age of respondents utilized in the study. It was observed that, majority were with the ages 30-40years representing 50%, followed by the ages between 40-50years representing 23.73%, those 20-30years 14.41% and 50years and above shown by 11.86%. There were none within the ages 0-20years.

**Table 4.2: Age of Respondents**

Category	Frequency	Percent
0-20years	0.0	0.0
20-30years	17	14.41
30-40years	59	50
40-50years	28	23.73
50years & above	14	11.86
Total	118	100

Source Data: June 2016

#### 4.1.3 Stakeholders Groups

The stakeholder group comprised majority of the respondents from the Contractors representing 45.76%, Consultants 38.14% and the remaining from Clients that included

government sector represented by 16.1%. These stakeholders were observed to be from companies such as;

**Table 4.3: Stakeholders Groups**

Category	Frequency	Percent
Clients (Governmental sector)	19	16.10
Consultants	45	38.14
Contractors	54	45.76
Total	118	100

Source Data: June 2016

#### **4.1.4 Position of Respondent**

The position of the respondents showed that, majority of them were Architects representing 36.44%, followed by Quantity surveyors 25.42%, others (such as Safety officers, Accounts) represented 20.34% and Project Managers (whether senior/site/chief) represented 17.8% as showed in the table below

**Table 4.4: Position of Respondent**

Category	Frequency	Percent
Project Manager	21	17.8
Architects	43	36.44
Quantity Surveyors	30	25.42

Others	24	20.34
Total	118	100

Source Data: June 2016

As illustrated in Table 4.4 above, the background of the stakeholders to the construction projects, it was ascertained that, the stakeholders has majority being Architects representing 36.44%, followed by the Quantity surveyors representing 25.4%. Others represent 20.34% and Project Managers 17.8%. It was therefore noticed that, majority of the stakeholders were 36.44%.

#### 4.1.5 Experience of Respondents

The figure below shows the work experience of respondents in the construction industry related to the study. It was ascertained that, majority of the respondents have work experience of less than 5years as represented by 35.59%, followed by those between 5-9years representing 30.51%, 10-14years 17.8% and those more than 15years were least representing 16.1%. This shows that, there were new workers within the five years duration of construction industry as shown by more people with less than 5years work experience.

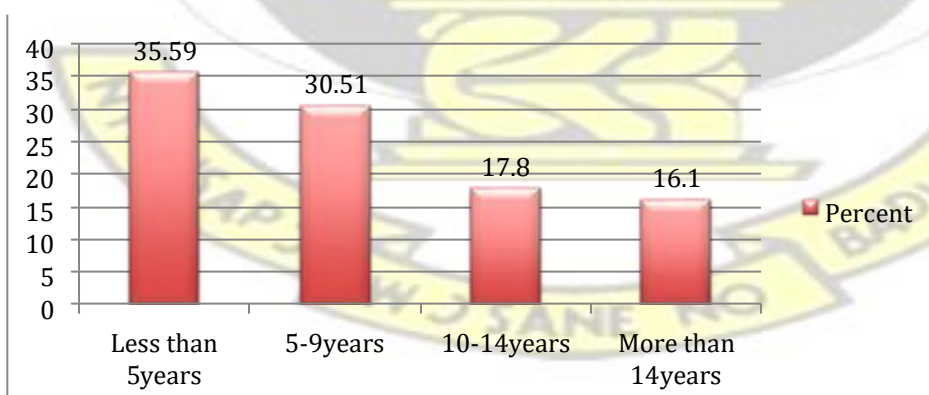


Figure 4.1.5: Experience of Respondents

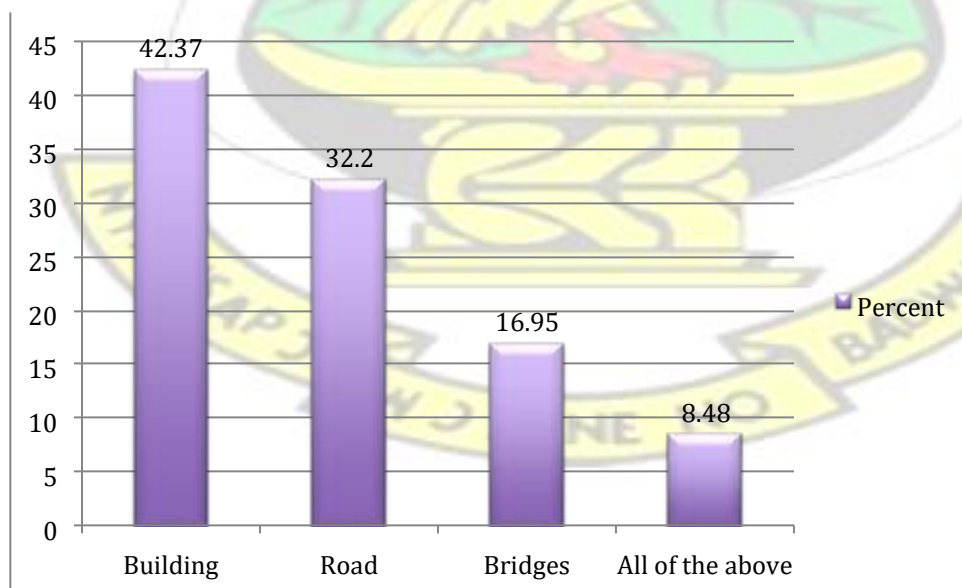


Source Data: June 2016

As demonstrated in Fig 4.1.5 it was realized majority of the stakeholders in the construction projects were mainly within the ages “Less than 5years” as represented by 35.59%. This was followed by those within the ages 5-9years representing 30.51%, 10-14years 17.8% and those “More than 15years” were least representing 16.1%.

#### 4.1.6 Type Of Construction Project Involved

The figure below shows the responses of the type of projects involved in by respondents. It was ascertained that, majority of them were in the building field represented by 42.37%, followed by those in the road constructions 32.2% and Bridges 16.95% and those who represented all of the above showed 8.48%. This pointed out that, majority of the respondents engaged in the construction projects were mostly those in the Building construction projects as indicated in the figure below.



## **Figure 4.2: Type of Construction project involved**

Source Data: June 2016

As per Figure 4.2, the stakeholders were mainly found in the Building construction sector represented 42.37%. This was followed by those in road construction representing 32.2%, bridges 16.95% and those involved in “all of the above” (Building, road and bridges) were 8.48%.

### **4.2 PART II IMPACT OF POOR STAKEHOLDER INVOLVEMENT**

The table below shows the distribution of the respondents on the impact of poor stakeholder inclusion in in projects scheduling and execution. The table shows the distributions of the various impacts category, its percentage figures and the mean mark for ranking purposes. An average mean of 3.00 was used, to ascertain whether a mean score has a high or low impact where any mean score less than 3.00 has a higher impact and any score higher than 3.00 less impact (the higher the mean score, the lower the impact and vice versa).

With regards to the distribution on the impact of poor stakeholder inclusion in in projects scheduling and execution, the following impacts were ascertained:

#### **4.2.1. Abandoned Projects**

Firstly, abandoned projects were ascertained as the least impact for poor stakeholder inclusion in in projects scheduling and execution with a mean value of 7.1356. The percentage values were ascertained with majority of the respondents who were impartial to the question represented by Neutral 38.1%, followed by Disagree 17.8%, Agree 17.8%, Strongly agree 12.7% and Strongly agree 9.3%. Those who did not answer showed by

N/A represented 4.2%. Assessing the total values of strongly disagree and Disagree being 30.5% as against those who strongly agree and Agree 27.1%, it observed that, abandoned projects least affect projects as a result of poor stakeholders' inclusion in projects scheduling and execution.

#### **4.2.2. Slow Information Flow From Stakeholders**

Secondly, with regards to slow information flow between parties, majority representing 35.6% indicated Neutral. It was followed by those who indicated Strongly Agree representing 22.9% and Agree 21.2%. Those who indicated Disagree and Strongly Disagree were represented by 13.6% and 3.4% respectively and those who did not answer noted as N/A represented 3.4%. The summation of Strongly Agree and Agree (44.1%) and Strongly Disagree and Disagree (17%) shows that, slow information flow between parties affects project scheduling and execution though the impact is less.

#### **4.2.3. Delays and Cost Overruns**

This was seen to also be an impact on projects as a result of poor stakeholders' inclusion in in projects scheduling and execution though it was seen to impact at a lesser intensity as indicated by a mean score of 5.6017. With this score higher than the average mean of 3.00, it shows that it has less impact. In regards to the percentage marks, the majority representing 44.1% indicated Neutral indicating an impartial stand. It was followed by those who indicated Disagree 16.9%, Strongly Disagree 14.4%. Agree was represented by 14.4%, Strongly Agree 7.6% and those who did not answer represented by NA were 2.5%. This shows that, though delays and cost overruns affect construction projects as a result

of poor stakeholders" inclusion in in projects scheduling and execution, it has a less impact as indicated in the corresponding means score and percentage mark.

#### **4.2.4. Struggle To Clearly Define Project Objectives**

Again, in regards to Struggle to clearly define project objectives, majority of respondents showed 38.1% representing Agree followed by Neutral representing 26.3%., Strongly Agree represents 22.9%, Disagree 5.9% and Strongly Disagree 5.1%. Those who did not answer the question represented by N/A showed 1.7%. The total and comparison of Strongly Agree and Agree (61%) with Strongly Agree and Disagree (11%) shows that, struggle to clearly define the project objectives directly impacts the stakeholders" involvement in the planning and implementation of the construction projects.

#### **4.2.5. Inadequate Resources Assigned to the Project**

With reference to inadequate resources assigned to the project, majority of the respondents representing Agree showed 36.4%, followed by Strongly Agree 33.9%. Those who indicated Neutral showed 16.1% and Disagree represent 11.9% as the least. From the analysis, it shows that, an inadequate resource assigned to the project is an impact as a result of poor stakeholders" inclusion in in projects scheduling and execution.

#### **4.2.6 Additional Works**

Additional works was identified as the impact of poor stakeholders" inclusion in in projects scheduling and execution with a mean score of 3.6271. The results from the percentage values showed that, majority of the respondents representing 42.4% were impartial to the statement represented by N/A in the results followed by those who indicated 17.8% for both Agree and Disagree respectively. Those who indicated Strongly



agree represents 15.3% and Strongly Disagree 5.9% with N/A representing 0.8%. With a mean value higher than 3.00, it shows that Additional work was considered less impact factor as a result of poor stakeholders' inclusion in projects scheduling and execution.

#### **4.2.7 Rejected Projects**

Rejected projects by end-users were seen a key impact of poor stakeholders' inclusion projects scheduling and executions shown by a mean value of 2.8814. The percentage value was ascertained with the highest value being 26.3% for both Neutral and Agree. This was followed by those who indicated Disagree 19.5%, and then Strongly agree representing 15.3%. With a mean score of less than 3.00 shows that, it has a higher impact of poor stakeholders' inclusion in projects scheduling and execution.

#### **4.2.8. Slow Decision Making**

Again, another most significant area is slow decision making in the construction projects. It was ascertained that, majority of respondents indicated that, it has a higher impact on project as a result of poor stakeholders' inclusion with a mean score of 2.0085. With a mean of less than 3.00 shows a higher impact for poor stakeholders' involvement. Again, with regards to the percentage values, majority pointed out Agree to show that "Slow decision making" affects construction projects as result of poor stakeholder inclusion in projects scheduling and executions represented by 36.4%. This was followed by those who responded Strongly Agree representing 34.7%, then Neutral 22% and Disagree 6.8%. This shows that, Slow decision making has significant impact on construction projects as a result of poor stakeholders' inclusion in projects scheduling and execution.

#### **4.2.9 Poor Communication**

On the other hand, poor communication was seen to be the second highest significant impact for poor stakeholders' inclusion in projects scheduling and execution with a mean score 1.822. In regards to the percentage values, majority of respondents indicated 48.3% for Strongly Agree, followed by Agree 33.1%, then Neutral 10.2%, Disagree 5.1% and Strongly Disagree 3.4%. This indicates that, those Strongly Agree and Agree point out that, poor communication is an impact factor on construction projects as a result of poor inclusion of stakeholders in projects scheduling and execution.

#### **4.2.10 Changes In The Scope Of Work**

These changes were ascertained by calculating the mean score ranking using the SPSS 16.00 software which after inputting all the variables, the values were easily generated. Lastly, changes in the scope of work were identified as the study as the highest of all the impacts for poor stakeholders' inclusion in projects scheduling and execution with a mean score of 1.6695. It was noticed to have the lowest mean score hence highest effect.

With regards to the percentage values majority representing Strongly agree 55.1%, followed by Agree 26.3%, Neutral 16.1%, Disagree 1.7% and Strongly Disagree 0.8%. In general, with an average mean of 3.00, where any mean score higher than 3.00 shows less impact for poor inclusion and mean score lower than 3.00 shows higher impact of poor inclusion of stakeholders in projects scheduling and execution.

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This information above is illustrated in the table below.

**Table 4.5: Impact of poor stakeholders' involvement in planning and implementation of construction projects.**

Category	Percent						Mean Score Ranking	Rank
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A		
Abandoned projects	9.3	17.8	38.1	17.8	12.7	4.2	7.1356	10 <sup>th</sup>
Slow information flow between parties	22.9	21.2	35.6	13.6	3.4	3.4	5.7881	9 <sup>th</sup>

Delays and Cost overruns	7.6	14.4	44.1	16.9	14.4	2.5	5.6017	8 <sup>th</sup>
Struggle to clearly define the project objectives	22.9	38.1	26.3	5.9	5.1	1.7	3.949	7 <sup>th</sup>
Inadequate resources assigned to the project	33.9	36.4	16.1	11.9	0.0	1.7	3.7034	6 <sup>th</sup>
Additional works	15.3	17.8	42.4	17.8	5.9	0.8	3.6271	5 <sup>th</sup>
Rejected projects by endusers/community	15.3	26.3	26.3	19.5	12.7	0.0	2.8814	4 <sup>th</sup>
Slow decision making	34.7	36.4	22	6.8	0.0	0.0	2.0085	3 <sup>rd</sup>
Poor communication	48.3	33.1	10.2	5.1	3.4	0.0	1.822	2 <sup>nd</sup>
Changes in the scope of work	55.1	26.3	16.1	1.7	0.8	0.0	1.6695	1 <sup>st</sup>

#### **4.3 PART III: APPROACHES FOR EFFECTIVE STAKEHOLDER INVOLVEMENT**

The table below shows the approaches indicated by respondents on the best approaches for effective stakeholder inclusion in in projects scheduling and execution. with a mean score with the lowest score showing the best approach and highest mean score showing least approach to effective stakeholder inclusion in in projects scheduling and execution, the following were ascertained. A low mean figure shows that, those indicated percentage figures of Strongly Agree and Agree to the point were more as compared to those who showed Strongly Disagree and Disagree those the Neutral figure sometimes affect the percentage mark.



In all, majority of the respondents indicated that, the best approach is meeting for stakeholders representing a mean score of 1.3644. in regards to the percentage figures, majority of the them representing 69.5% showed Strongly Agree and 24.6% showed Agree which represents a total percentage of 94.1%.

Stakeholder management plan/registration was the second ranked approach for stakeholder involvement with a mean score of 1.9068. Again, the percentage scores showed that, majority of the respondents showed Agree 44.9% and Strongly Agree 33.9% showing a total score of 78.8%. This shows a better approach to the respondents on stakeholder engagement.

The third ranked approach was negotiation representing a mean score of 2.0424. The percentage score showed that majority of the respondents pointed out Agree 46.6% and Strongly Agree 27.1% making a total of 73.7%.

Moreover, “Social Contacts” was ranked forth (4<sup>th</sup>) with a mean score of 4.9153 which showed a less magnitude of effectiveness to stakeholders” involvement in the planning and implementation of construction projects. in regards to the percentage scores, majority of the respondents showed agree 35.6% and strongly Agree 19.5% forming a total of 55.1% as compared with those who indicated Disagree representing 15.3 and Strongly Disagree 3.5% forming 18.7%.

The least of the approaches to effective stakeholders” involvement is “Workshops” which showed a mean score of 8.4831. The percentage score showed that, majority were Neutral 32.2% and those who showed Agree 25.4% and Strongly agree 11.9% forming a total of 37.3%. Those who showed Disagree 21.2% and Strongly Disagree 3.4% formed a total percentage of 24.6%.

**Table 4.6 Approaches for Effective Stakeholder involvement**

Category	Percent								
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA	Total	Mean Score Ranking	Rank
Workshops	11.9	25.4	32.2	21.2	3.4	5.9	100	8.4831	5 <sup>th</sup>
Social contacts	19.5	35.6	23.7	15.3	3.4	2.5	100	4.9153	4 <sup>th</sup>
Negotiations	27.1	46.6	21.2	5.1	0.0	0.0	100	2.0424	3 <sup>rd</sup>
Stakeholder management plan/registration	33.9	44.9	17.8	3.4	0.0	0.0	100	1.9068	2 <sup>nd</sup>
Meetings	69.5	24.6	5.9	0.0	0.0	0.0	100	1.3644	1 <sup>st</sup>

#### **4.4 PART III: STRATEGIES FOR DEALING EFFECTIVELY WITH STAKEHOLDER PRESSURES AND CLAIMS**

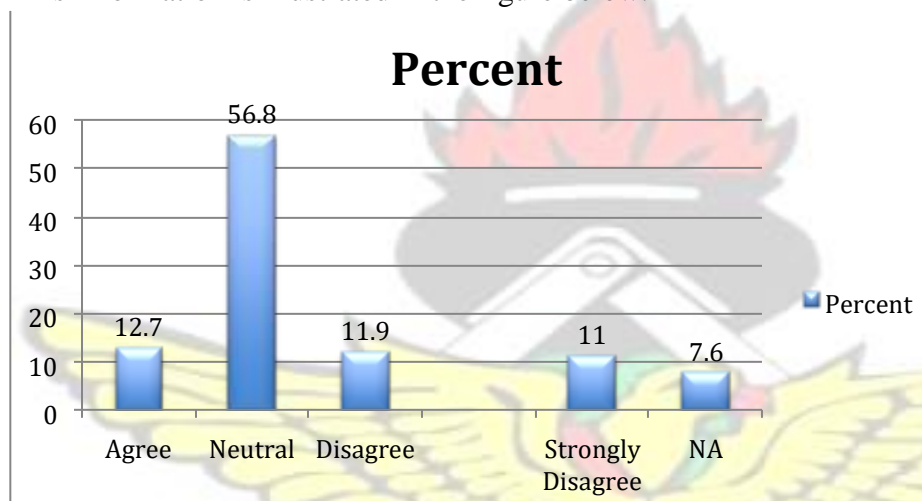
In this area, different response strategies were given to assess the best strategies which respondents deem necessary to dealing effectively with stakeholders’ stresses and claims in in projects scheduling and execution. The following were ascertained at the various interpretations:

##### **4.4.1. Avoidance Strategy**

The figure below shows the response on if the avoidance strategy was best in dealing effectively with stakeholders’ stresses and claims in in projects scheduling and execution. Majority of the respondents representing indicated Neutral 56.8% to show neither positive not negative strategy (hence impartial about the strategy) Those representing Agree 12.7%

followed, then Disagree 11.9% and Strongly Disagree 11% and finally those who did not answer represented by NA showed 7.6%. From the interpretation of the figures through the comparison of Agree, Neutral and Strongly Agree and Agree, it can be pointed out that, aside those who showed impartial concern, respondents believes this strategy is not the best in dealing with stakeholders’ stresses and claims as shown by summation of Disagree and Strongly Disagree being 22.9%.

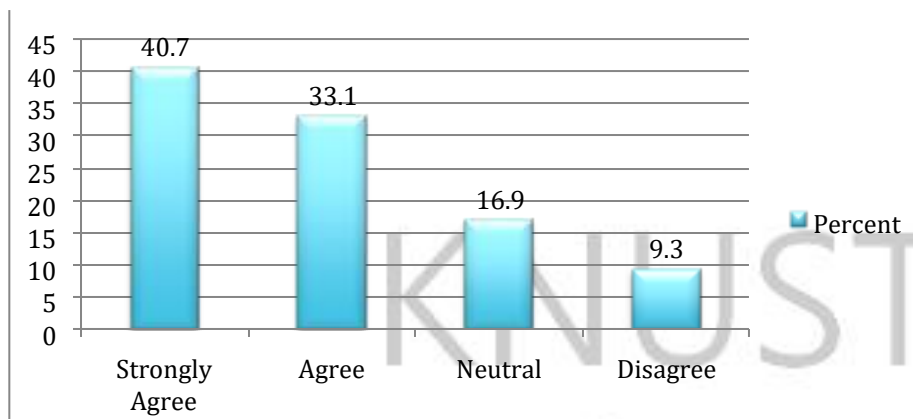
This information is illustrated in the figure below.



**Figure 4.3: Avoidance strategy**

#### **4.4.2. Compromising Strategy**

In regards to this strategy, majority of the respondents representing 40.7% indicated Strongly Agree to show a positive strategy, followed by those who indicated Agree representing 33.1%, Neutral 26.9% and Disagree 9.3%. From this information, it can be assessed that, respondents noted that, this strategy is good in dealing effectively with stakeholders’ stresses and claims in in projects scheduling and execution. This information is illustrated in the figure below.



**Figure: 4.4. Compromising strategy**

#### **4.4.3. Dismissal Strategy**

In regards to this strategy, majority of the respondents representing 36.4% indicated Disagree to the Dismissal strategy. This was followed by Neutral 33.1%, then Strongly Agree 15.3%, Agree 12.7% and those who did not answered Represented by NA showed 2.5%. In this strategy though there were positive response to the strategy as good as indicated by the total of Strongly Agree and Agree (28%), those who showed it is a negative strategy as pointed out by those Disagree 36.4%. This therefore points to the point that, it is not a good strategy to be considered mostly in dealing with stakeholders' stresses and claims.

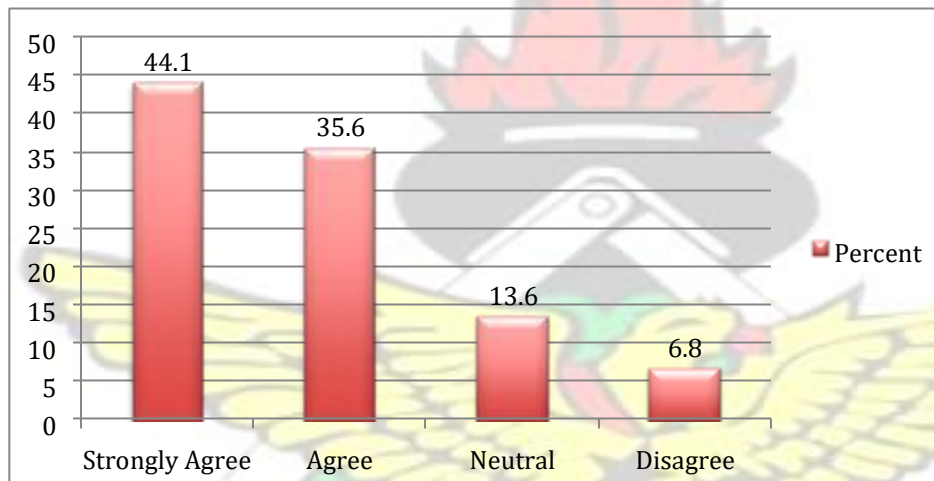
**Table 4.7: Dismissal strategy**

Category	Frequency	Percent
Strongly Agree	18	15.3
Agree	15	12.7
Neutral	39	33.1
Disagree	43	36.4
N/A	3	2.5
Total	118	100



#### 4.3.4. Adaptability Strategy

The figure below shows the response of respondents on if the adaptability strategy is best in dealing effectively with stakeholders' pressure and claims in projects scheduling and execution. Majority representing 44.1% showed Strongly Agree, followed by Agree 35.6%, Neutral 13.6% and finally those who Disagree 6.8%. This points out that, majority were positive on this strategy helping in dealing effectively with stakeholders' pressure and claims.



**Figure 4.5: Adaptability strategy**

#### 4.5 FINDINGS AND DISCUSSIONS OF FINDINGS

This part assesses the results of the study based on the primary data analysis and presentations. It is based on the objectives of the study namely;

- Identification the impact of poor stakeholders' inclusion in projects scheduling and execution.
- The approaches to effectively involve stakeholders in projects scheduling and execution.

- Identification of strategies for dealing effectively with stakeholders' pressures and claims in projects scheduling and execution in Ghana.

#### **4.5.1 To identify the impact of poor stakeholders' involvement in the planning and implementation of construction projects.**

##### **A. Slow information flow from stakeholders**

This was seen to have an impact on construction projects as a result of poor stakeholders' inclusion in projects scheduling and execution. Information is vital to every organizational growth and development and among people involved in any activity. The construction industry in its projects needs good information flow between the parties to effectively decide on activities involved in projects scheduling and execution. Stakeholders have necessary information which is needed to be factored into the planning of construction projects. However, in situations where there is poor stakeholder inclusion, information flow is hindered. In the analysis, it was found out that, aside those who were Neutral to the question representing 35.6%, those who showed Strongly agree and agree to indicate that truly slow information flow between parties among the stakeholders affect their involvement in the projects scheduling and execution. In identifying the mean figure to ascertain the most ranked category impacting on the involvement of stakeholders in projects scheduling and execution, slow information flow between parties had a mean score of 5.7881 showing limited impact. From the mean score, the higher the mean, the lower its impact on the construction projects.

### **B. Struggle to clearly define the project objectives**

From the data presentation, it was found that, majority of the respondents agree to the assertion that one major impact of poor stakeholder inclusion in projects scheduling and execution is that project team struggle to clearly define the project objectives. The assertion is showed by 38.1% of respondents and strongly agreed by 22.9%. Those who opposed formed only 11% as showed by the summation of Disagree 5.9% and Strongly Disagree 5.1%. In this regards, struggle to clearly define the project objectives therefore highly impacts on stakeholders' inclusion in projects scheduling and execution. In regards to the mean score to indicate the ranking of impact, it had the second highest mean score of 3.949 hence the second least impact on stakeholders' inclusion in projects scheduling and execution. Objectives are the guiding principles of how goals of any organization are achieved. Clearly defined objectives guides the organization on the steps, procedures, resources and nature of things needed to plan towards achieving the goals of the organization.

### **C. Inadequate resources assigned to the project**

Deductions made from the field survey indicate that another high impact of poor stakeholders' inclusion in projects scheduling and execution is the problem of inadequate resources assigned to the project. This is observed from the field survey as a significant majority indicated Strongly agree and Agree representing 33.9% and 36.4% respectively with a summation of 70.3%. This compared to those who indicated Disagree 11.9%. In regards to the mean score and ranking of 3.7034 (3<sup>rd</sup> rank), it was ascertained to be the third ranked impact and has an increasing effect on the projects scheduling and execution.

This therefore shows that, inadequate resources assigned to the projects impacts greatly on construction projects as a result of poor stakeholders' inclusion in projects scheduling and execution since it is a guide to how the activities of the project should be followed and channeled to make the project actualized.

#### **D. Slow decision making**

Deciding on what to do, when to do, who to do, where to do it, the resources required and the completion stage of every activity is very important in every organization and the construction projects is no exception. Project team needs to make decisions based on stakeholder technical and non-technical suggestions. However, due to poor involvement of stakeholders, decision making could be delayed thereby impacting negatively on construction projects. From the analysis of the study, it was observed that, slow decision making in the construction projects by the parties affect the stakeholders' inclusion in projects scheduling and execution seen by majority of the respondents representing 34.6% and 36.4% indication Strongly agree and Agree respectively. This shows a higher score of 71% showing that slow decision making impacts on stakeholders' inclusion in projects scheduling and execution. Moreover, it was ascertained as the third (3rd) ranked effect with a mean score of 2.0085 (being the fourth ranked high score). From the mean score, the lower the mean score, the higher the impact, it can be seen that, slow decision making has a more intense impact on stakeholders' inclusion in projects scheduling and execution. The obtained results are in line with the findings of Olander and Landin (2008), and El Gohary et al. (2006).



## **E. Changes in the scope of work**

This was seen to be the highest reason for low stakeholder inclusion in projects scheduling and execution with majority of the respondents representing 55.1% and 26.3% forming a total percentage of 81.4% positing this fact. Construction Projects may have to change the scope of work since there's poor stakeholders' inclusion.

Moreover, with the lowest mean score of 1.6695, shows that, it has the highest known impact on the stakeholders' inclusion in projects scheduling and execution.

### **4.5.2 To identify the approaches that would help to effectively involve stakeholders in the planning and implementation of construction projects.**

In ascertaining the approaches for effective stakeholders' inclusion in projects scheduling and execution, the following which were assessed by respondents in the closed ended questionnaire showed the following as identified by the mean score and percent score. With the least mean score being the highest best approach to dealing with the helping involve stakeholders' and the highest score being the lowest approach for dealing effectively with stakeholders' inclusion in projects scheduling and execution. In the ranking of the lowest approach (with high mean score) to the highest (with lowest mean score), the following were found:

1. Workshops
2. Social contacts
3. Negotiations
4. Stakeholder management plan and registration
5. Meetings.

From the analysis, it was realised that, for stakeholders' participation in the planning and implementation of the construction project to increase, there should more meetings between the stakeholders as showed by a mean score of 1.3644. In the percentage score, majority representing 69.5% and 24.6% strongly agree to the statement.

This was followed by stakeholders' management plan/registration. This was ranked the highest possible approach for increasing effective stakeholders' inclusion in projects scheduling and execution with a mean score of 1.9068. Additionally, the percentage score gave majority for Agree representing 44.9% and Strongly Agree 33.9% making a total of 78.8%. This shows that, stakeholders' management plan and registration is needed to improve the inclusion in projects scheduling and execution.

Another effective approach to improving stakeholder inclusion in projects scheduling and execution is negotiations with a mean score of 2.0424 (3<sup>rd</sup> ranked). From the percentage score, those who indicated Agree were the highest representing 46.6% and those Strongly Agree 27.1% which formed a total of 73.7% over the other scores. Moreover, social contacts was seen another powerful approach ranking as the 4<sup>th</sup> ranked approach with a mean score of 4.9153 for effective stakeholders inclusion in projects scheduling and execution. It was seen to have a percentage score of the majority being 35.6%, for Agree and Strongly Agree 19.5% forming a total of 55.1% as against the others that showed Neutral with 23.7%.

Lastly, workshops for stakeholders will bring them together to help deal effectively with stakeholders' by involving them in projects scheduling and execution as showed by a mean score of 8.4831 and a percentage score for Strongly Agree and Agree being 11.9% and 25.4%. Though Neutral had the highest score, it does not have a major effect on the statement.

It is therefore acknowledged through the findings and discussions that, the presented categories of approaches for dealing effectively in inclusion in projects scheduling and execution were positive though some were more important than others.

Strategies for dealing effectively with stakeholders' pressure and claims

In the process of identifying good and effective strategies in dealing with stakeholders' pressure and claims in the construction projects, the analyzed response to the closed ended questionnaire received from respondents showed (found) the following;

- The strategies; compromising strategy and adaptability strategy were found to be a best strategy in dealing with stakeholders' pressure and claims
- The strategies; dismissal strategy and avoidance strategy were indicated to show less effectiveness in dealing with stakeholders' pressures and claims.

#### **A. Compromising strategy**

This strategy which deals strategically with organizing with the stakeholders, listening to their cases related to the endeavor and offering potential results and fields for talked. In this strategy, most of representing the strongly and agree (40.7% and 33.1% respectively) showed that, it is an effective strategy which can assist effectively with stakeholders' pressure and claims. Those who opposed the strategy and indicated less or no impact in dealing with these pressures and claims were those who indicated Disagree representing 9.3% and those impartial showed Neutral were 16.9%.

## **B. Adaptability strategy**

This strategy deals strategically with obeying the demands and rules that are presented by stakeholders. With this strategy for dealing effectively with stakeholders' pressures and claims, majority representing strongly agree 44.1% followed by Agree 35.6%. Only few of the respondents opposed or indicated less impact of the approach for dealing with stakeholders' pressures and claims. It was ascertained to be a good strategy for dealing with stakeholders' pressures and claims in addition to compromise strategy.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This chapter looks at the summary of the study based on the findings that were ascertained in the analysis through a careful assessment of the objectives. It further makes conclusion to the study and makes recommendations for the effective inclusion in projects scheduling and execution.

##### **5.1.1 Summary**

The results of the study showed different implications for stakeholders' not involving in the planning and implementation of construction projects. Again different strategies for effectively involving stakeholders' in the planning and implementation of the construction projects were ascertained and finally strategies for dealing with stakeholders' pressures and claims in inclusion in projects scheduling and execution were also ascertained. These were ascertained through carefully analyzing questionnaires received; coded, process and the research gained from the use of the Statistical Package for the Social Sciences (SPSS). The frequency values, percentage values and mean scores



were utilized in the study in presenting the results of the findings. Moreover, tables and diagrams (figures) were used to present the data.

Firstly, the socio-demographic information of respondents were ascertained with the study identifying the gender, age, stakeholder group, position and the experience of the respondents used in the study. The following were ascertained:

- There were many males than females in the construction projects
- The stakeholders were from categorized into clients, consultants and contractors which comprised project team members (managers inclusive), contractors and subcontractors, government agencies etc.
- The position of respondents were ascertained as architects being majority (36.44%), Quantity surveyors (25.42%), and others 20.34% and Project manager/team in that order. These respondents were experienced in the construction projects with majority within the years 0-5years (35.59%), followed by 5-9years (30.51%), 10-14years (17.8%) and those more than 14years 16.1%.

These were necessary to understand the nature of respondents involved in the research/study and their understanding of the study.

In regards to the impacts of poor stakeholders' involvement in inclusion in projects scheduling and execution, the following were ascertained;

- Changes in the scope of work was the highest impact of poor stakeholders' involvement in inclusion in projects scheduling and execution process with a mean score of 1.6695 and percentage score of Strongly Agree 55.1% and Agree 26.3%.
- Poor communication was followed as the second impact of poor stakeholders' involvement in inclusion in projects scheduling and execution.

With regards to the objective of finding approaches for effective stakeholders' inclusion in projects scheduling and execution, meetings were seen to be the best approach for effective stakeholders' inclusion in projects scheduling and execution with a mean value of 1.3644 and those who indicated Strongly Agree and Agree were 69.5% and 24.6% respectively.

It was followed by stakeholder management plan/registration with a mean score of 1.9068. Those who Strongly Agree and Agree were 33.9% and 44.9% respectively indicating the approval as an effective approach.

Moreover, Negotiations was seen to be the next effective approach with a mean score of 2.0424. In this approach, those who Strongly Agree (27.1%) and Agree (46.6%) totaling 73.7% as against those who opposed indicating Disagree 5.1% and those impartial (Neutral 21.2%).

Social contacts were the other approach which was identified to help in assisting effective stakeholder inclusion in projects scheduling and execution with a mean score of 4.9153. the percentage values showed those who Strongly Agree (19.5%) and Agree 35.6% summing up to 55.1% as against those who indicated less or no good approach represented by Disagree (15.3%) and Strongly Agree 3.4% totaling 18.7%. This shows that, social contacts is a good approach but not very effective as those with less mean score such as meetings, stakeholder management plan/registration and negotiations.

Lastly, workshops were seen as the less effective approach for effective stakeholders' involvement as compared with the others with a mean score of 8.4831. it recorded a percentage values of majority who indicated a good approach as totaling 37.3% for those Strongly Agree (11.9%) and Agree (25.4%) as against those who showed less effective or no good approach Disagree 21.2% and Strongly Agree 3.4% totaling 24.6%. , This shows

that, though workshops are an approach for effective stakeholders' involvement, it has less impact on stakeholders' inclusion in projects scheduling and execution.

In all, the best approaches as shown by the respondents for effective stakeholders' inclusion in projects scheduling and execution are meetings, stakeholders' management plan/registration, negotiations, social contacts and finally workshops in that order.

With regards to the strategies for effective management of stakeholders' pressures and claims, the following were noticed;

- The adaptability and compromise strategies were seen to better strategies.
- The avoidance and dismissal strategies were seen to have less impact as a strategy in dealing with stakeholders' pressures and claims.

## **5.2 CONCLUSION**

According to Barron and Barron (2009), an endeavor is successful when it achieves its objectives and meets or surpasses the wishes of the stakeholders. Stakeholders are also a driving force in the construction projects since they have a critical part to play in what goes on at each phase of the project life especially in decision making regarding objectives, project design and what is expected at each stage of the project life. The importance of these stakeholders to the construction projects cannot be neglected and therefore there is the need for effective management of them to involve them in the planning and implementation of decisions and other related issues of the project. In the study, several stakeholders were identified through secondary source data and some of them were; project managers'/team members, government sectors, architects, contractors, suppliers etc. These stakeholders' involvement in the planning and implementation of construction projects was seen to be poor. The respondents though the study pointed out that, the major contributors were Changes in the scope of work, Poor communication, Slow decision

making, rejected projects by end-users/community, Additional works, Inadequate resources assigned to the project, Struggle to clearly define the project objectives, Delays and Cost overruns, Slow information flow between parties and Abandoned projects in that order.

These showed that, there are several impact of for poor stakeholders" inclusion in projects scheduling and execution, but some were highly intense than others as seen in the analysis.

In regards to the approaches for effective stakeholders" inclusion in projects scheduling and execution, it was seen in this order of highest to lowest approach as follows: meetings, Stakeholder management plan/registration, Negotiations, Social contacts and Workshops.

It was finally shown that, for effective strategies to dealing with stakeholders" pressures and claims, there should be good compromising and adaptability strategies as respondents indicated and dismissal and avoidance strategies were seen not to be effective to dealing with the pressures and claims from stakeholders.

It can therefore be concluded that, several factors result in poor stakeholders" inclusion in projects scheduling and execution with the major being Changes in the scope of work and poor communication. Moreover, the best approach for effective stakeholders was seen to be meetings with stakeholders.

### **5.3 RECOMMENDATIONS**

Based on the findings of the study, the researcher would like to recommend the following in order to assist for effective stakeholders" inclusion in projects scheduling and execution.



### **5.3.1 EFFECTIVE COMMUNICATION AND INFORMATION FLOW**

Communication is an effective tool in every organization especially the construction industry to effective understanding the nature of activities, responsibilities of stakeholders“ involved, resources availability etc. This helps for information on these areas to be provided to stakeholders“ and they in turn involve themselves in whatever decision with the information at their disposal due to effective communication and information flow. These communication and information flows can take place during the approaches such as meetings, workshops and even social contacts etc.

### **5.3.2 EARLY INVOLVEMENT IN DECISION-MAKING AND DESIGN STAGE**

Stakeholders are to be involved in the early stages of the project planning, design and making major decisions in regards to the project life. This will aid in meeting their needs and concerns at the early stages of the projects before they are finally implemented. Moreover, they are to be consulted and involved in the implementation areas in order to know happening and any changes that might occur.

### **5.3.3 CLEARLY STATED OBJECTIVES**

There should be clearly stated objectives that serve as guidelines for all stakeholders and parties to the construction projects. This will help to know at each point what is done and what is outstanding, the decisions or things to be reviewed etc. in order to minimize or avoid delays and cost overruns that might arise due to changes to the objectives affecting the project design and how things should flow at the implementation phase.

#### **5.3.4 STAKEHOLDERS' MANAGEMENT PLAN AND CONTACTS**

There should be the institution of a framework for meeting with stakeholders to meet to share ideas, review projects and development at each project site, challenges of projects especially delays and cost overruns etc. for good and effective project and stakeholders' management plan.

This will help involve stakeholders' inclusion in projects scheduling and execution since they are aware of the challenges of construction projects and the requirements of them as stakeholders. It is therefore imperative for stakeholders to meet consistently to discuss issues pertaining to the projects.

#### **5.4 RECOMENDATION FOR FUTURE RESEARCH**

Future studies can broadly look into poor stakeholders' involvement in Ghana as a whole. Further, a framework for effective inclusion of stakeholders in the planning and implementation of construction project can be develop.

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# KNUST

## **APPENDIX**

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST),  
KUMASI**

**COLLEGE OF ARTS AND BUILT ENVIRONMENT**

**DEPARTMENT OF BUILDING TECHNOLOGY**

**PROGRAMME: MSc. PROCUREMENT MANAGEMENT**

**Research Topic:**

**The Impact of Poor Stakeholders Involvement in the Planning and Implementation of  
Construction Projects. Case Study: Accra Metropolis, Ghana.**

**Researcher's Name: RICHARD KWAME ANKUKUMAH**

**Supervised by: Professor Bernard Baiden**



August, 2016

## QUESTIONNAIRE

Instructions:

1. Kindly provide answer to the questionnaire with reference to your past experience about stakeholder involvement of a project that you were engaged.
2. Please choose your answer to the questions by ticking the appropriate box. Any queries could be forwarded to my email address; [Punctualgh@yahoo.com](mailto:Punctualgh@yahoo.com) and Tel; 020 8436952.

### PART I: Personal Information

1	Gender	Males	Females		
2	Age of respondents	0-20years <input type="checkbox"/> 20-30years <input type="checkbox"/>	30-40year s <input type="checkbox"/> 40-50year s <input type="checkbox"/>	50years & above <input type="checkbox"/>	
1	Stakeholder groups involved in projects	Clients (i.e. Governmental Sector) <input type="checkbox"/>	Consultants <input type="checkbox"/>	Contractors <input type="checkbox"/>	Indicate name of organization .....
2	Your position	Project Manager (senior, site or chief) <input type="checkbox"/>	Architect <input type="checkbox"/>	Quantity Surveyor <input type="checkbox"/>	Others (specify position) .....
3	Your experience	Less than 5 years <input type="checkbox"/>	5 – 9 year ; <input type="checkbox"/>	10 –14 years <input type="checkbox"/>	More than 14 years <input type="checkbox"/>

4	Major type of construction project involved	Buildings <input type="checkbox"/>	Roads <input type="checkbox"/>	Bridges <input type="checkbox"/>	All of the above <input type="checkbox"/>
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**PART II: Impact of Poor Stakeholders Involvement in the Planning and Implementation of Construction Projects.**

Based on your experience in the planning and implementation of construction projects, please give feedback to the following questions as indicated in the tables below.

Impact of Poor Stakeholders Involvement in the Planning and Implementation of Construction Projects						
A	To what extent do you think that the following impacts on the construction projects as a result of poor stakeholders involvement in the planning and implementation of projects?	(5)	(4)	(3)	(2)	(1)
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Abandoned projects					
2	Slow information flow between parties					
3	Delays and Cost overruns					
4	Struggle to clearly define the project objectives					

5	Inadequate resources assigned to the project					
6	Additional works					
7	Rejected projects by endusers/community					
8	Slow decision making					
9	Poor communication					
10	Changes in the scope of work					
<p>Approaches for effective stakeholders involvement in the planning and Implementation of Construction Projects</p>						
B	To what extent do you think the following approaches would help to effectively involve stakeholders in the planning and implementation of construction projects?	(5)	(4)	(3)	(2)	(1)
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	Approaches					
1	Stakeholder Management Plan/Registration					
2	Plan Communication					
3	Meetings					
4	Social contacts					
5	Negotiations					

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## Part III: Strategies for dealing effectively with stakeholders pressures and claims in the planning and implementation of construction projects.

Response Strategies for dealing effectively with stakeholders pressures and claims.						
C	To what extent do you think the following types of response strategies would help to effectively deal with stakeholders pressures and claims in the planning and implementation of construction projects?	(5)	(4)	(3)	(2)	(1)
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	Types of Response Strategy					
1	Adaptation strategy: Obeying the demands and rules that are presented by stakeholders.					
2	Avoidance strategy: Loosening attachments to stakeholders and their claims in order to guard and shield oneself against the claims.					



3	Compromising strategy: Negotiating with the stakeholders, listening to their claims related to the project and offering possibilities and arenas for dialogues.					
4	Dismissal strategy: Ignoring the presented demands of stakeholders. Not taking into account the stakeholder related pressures					

**Thank You**

